May 2004

CDC's Futures Initiative

CDC's Future Update

"We've streamlined CDC and set new goals to increase our health impact," Dr. Gerberding announced in a Futures Forum Thursday, May 13th. She described two major changes resulting from the work done through the Futures Initiative: 1) a transitional organizational design for CDC's operations and new heads for these redesigned functions, and 2) new agency-wide health protection goals.

These new goals and designs will help CDC make strategic choices about leveraging agency goals, products, and services. That combination will result in the maximum positive impact on the health of the American people.

Organizational Change—First Steps

The new design trims Dr. Gerberding's direct reports from 23 to 13. Direct reports will include the Directors of 4 new Coordinating Centers who will facilitate greater agency-wide coordination; improved health impact; better business services accountability; and expanded partnership opportunities for CDC science, services, and information. The new organizational design is based on the following characteristics:

- Science as foundation.
- Overarching goal setting and performance management.
- Strategic analysis.
- Innovation incubator.
- Health marketing focus.
- Synergy and collaboration.
- Workforce development.

CDC's Centers

CDC's scientific knowledge and expertise will continue to reside in its operational units. CDC will have 9 Centers, one Institute and one Agency including the National Center for Infectious Disease; National Center for HIV, STD, and TB Prevention; National Immunization Program; National Center for Environmental Health; Agency for Toxic Substance Disease Registry; National Institute for Occupational Safety and Health; National Center for Injury Prevention and Control; National Center on Birth Defects and Developmental Disabilities; and National Center for Chronic Disease Prevention and Health Promotion. Two new centers, one for health marketing, and one for informatics, will be created.

These Centers will:
- Be responsible for developing scientific knowledge and quality program development.
- Continue to ensure scientific credibility and integrity in all areas of expertise needed to address public health.
- Be accountable for addressing key performance indicators that are necessary to accomplish agency goals.
- Be the foundation and core of CDC's science and services.
- Continue to maintain specific scientific and programmatic expertise needed to address complex public health problems.
- Maintain their identities as distinct units with specialized missions and expertise.
- Continue to maintain their statutory mandates as required by Congress.

The leaders of the Centers will continue to be CDC's experts in specific areas of public health. They will report to Directors of 4 Coordinating Centers and 2 agency-wide Offices.

Coordinating Centers and Agency-wide Offices

The new organizational design includes 4 new Coordinating Centers and 2 agency-wide Offices.
- Coordinating Center for Infectious Diseases (including the National Center for Infectious Disease, National Center for HIV, STD, and TB Prevention, National Immunization Program).
- Coordinating Center for Environmental and Occupational Health and Injury Prevention (including the National Center for Environmental Health, Agency for Toxic Substance Disease Registry, National Institute for Occupational Safety and Health, National Center for Injury Prevention and Control).
- Coordinating Center for Health Promotion (including the National Center on Birth Defects and Developmental Disabilities and National Center for Chronic Disease Prevention and Health Promotion).
- Coordinating Center for Public Health Information and Services (including a new National Center for Health Marketing and a new Center for Public Health Informatics).
- Office of Terrorism Preparedness and Emergency Response.
- Office of Global Health.

The new Coordinating Centers will result in improved health impact, greater agency-wide coordination, better business services accountability, and clearer opportunities for agency synergy. These are the key roles of the Coordinating Centers:
- Providing a new way of coordinating thematic areas of health promotion and prevention of disease, disability, and injury within and across operational centers.
- Identifying areas of synergy for collaboration within the thematic area and across other Coordinating Centers.
- Achieving goals specific to the Coordinating Center's thematic area.
- Working with Office of the Director to reduce redundancies in business practice.
- Ensuring that science and program are of the highest quality and are meeting the agency's goals.
- Providing leadership, decision-making, and management to operational units.
- Advising the director on scientific, policy, and programmatic issues related to their centers that impact the agency.

Transitional leadership for the new Coordinating Centers and Offices will be:
- Jim Marks—Coordinating Centers for Public Health Information and Services.
- Henry Falk—Coordinating Centers for Environmental Health, Injury Prevention, and Occupational Health.
- Mitch Cohen—Coordinating Centers for Infectious Disease.
- Donna Stroup—Coordinating Centers for Health Promotion.
- Charles Schable—Office of Terrorism Preparedness and Emergency Response.
- Steve Blount—Office of Global Health.

Office of the Director

Additional changes in the Office of the Director include the development of two new components, the Office of Strategy and Innovation, and Human Capital and Professional Development.

<u>Office of Strategy and Innovation: Kathy Cahill, Director</u>

CDC's Office of Strategy and Innovation includes the following functions:
- Analytic Function (providing an evidence-base for CDC's goal setting).
- Scanning Function (intake of outside information and practices to inform CDC's goal setting and innovation).
- Innovation.
- Goals Management.
- Team B.

<u>Office of Human Capital and Professional Development: Steve Thacker</u>
- Houses CDC's Office of the Chief Learning Officer.
- Recruitment programs, EIS, PHPS, and fellowships.
- Workforce Development.
- Training.
- Succession Planning.

Directors of the Office of Strategy and Innovation and the Office of Human Capital and Professional Development will report to the CDC Director. Also reporting to CDC's Director:
- Office of the Chief of Staff—Bob Delaney.
- Office of the Chief Operating—Officer Bill Gimson.
- Office of the Chief of Science—Dixie Snider.
- Office of the Chief of Public Health Improvement—Ed Thompson.

New Agency Goals

After a comprehensive outside-in information gathering process involving staff, federal partners, and stakeholders, CDC evolved two overarching **health protection** goals:

1) **Preparedness**: People in all communities will be protected from infectious, environmental, and terrorist threats.
2) **Health Promotion and Prevention of Disease, Injury, and Disability**: All people will achieve their optimal lifespan with the best possible quality of health in every stage of life.

CDC will work toward these goals through six strategic imperatives:
- **Health impact.** CDC will prioritize its science, research, and programs to achieve measurable health impact for the public, and emphasize prevention of early risk factors and support of healthy behaviors.
- **CDC will be a customer-centric organization.** CDC's primary customers are the people whose health we are working to protect.
- **Public health research**. Science will remain the foundation on which all CDC programs, policies, and practices are based.
- **Leadership for the nation's health system.** CDC must assume greater leadership to strengthen the health impact of the state and local public health systems.
- **Global health.** CDC will establish clear priorities for its global programs and increase global connectivity to ensure rapid detection and response to emerging health threats.
- **Effectiveness and accountability.** CDC will modernize its management and business practices to become more efficient, effective, and accountable.

CDC Staff have developed the first draft of specific goals that fall within the overarching health protection goals. The Health Promotion Goals reflect a life-stage approach, targeting health priorities across the life-span. Samples of these specific goals, in draft-stage below, illustrate the direction CDC will be taking and the range of goals. A complete set of draft goals and key performance measures will be shared with partners in the near future to ensure that CDC has identified the best direction for the agency's efforts and the best ways to measure progress towards its goals.

Draft Health Promotion Goals address different life stage priorities:
- **Infants:** The United States is one of five countries with the highest rates of infant survival (Baseline 28th, 1999).
- **Children**: Mortality is reduced 20%, saving an additional 800 lives per year (NCHS Baseline).
- **Adolescents:** At least 95% of adolescents practice behaviors which protect them from disease (cancer, heart disease, preventable infections) or injury in later life (NHIS baseline).
- **Adults:** At least 90% of adults have a healthy weight (NHANES baseline).
- **Seniors:** Average lifespan of older Americans is increased by 2 years.

Draft Preparedness goals: People will benefit from state-of-the-art detection, investigation, and containment of infectious, terrorism, and environmental threats.

Next Steps

In the next few weeks CDC will identify staff members who will work with Coordinating Center Directors and Directors of Agency-Wide Offices to identify cross-cutting functions and components for CDC's new organizational design. Draft Goals will be shared with partners for discussion and refinement over the next few months. All organizational changes will be defined by end of fiscal year 2004 and be operational by the new fiscal year. CDC will be seeking feedback and input from partners and stakeholders throughout this process. Please share your ideas with us at futuresgroup@cdc.gov.

Department of Health and Human Services
Centers for Disease Control and Prevention